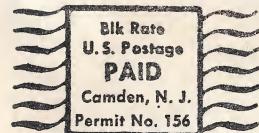




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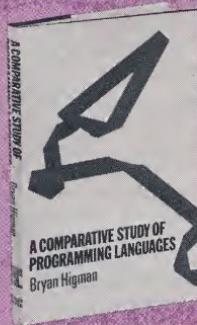
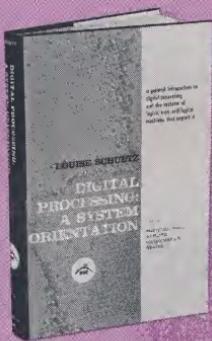
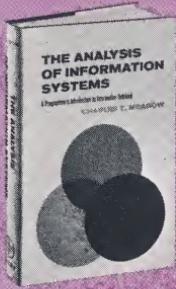
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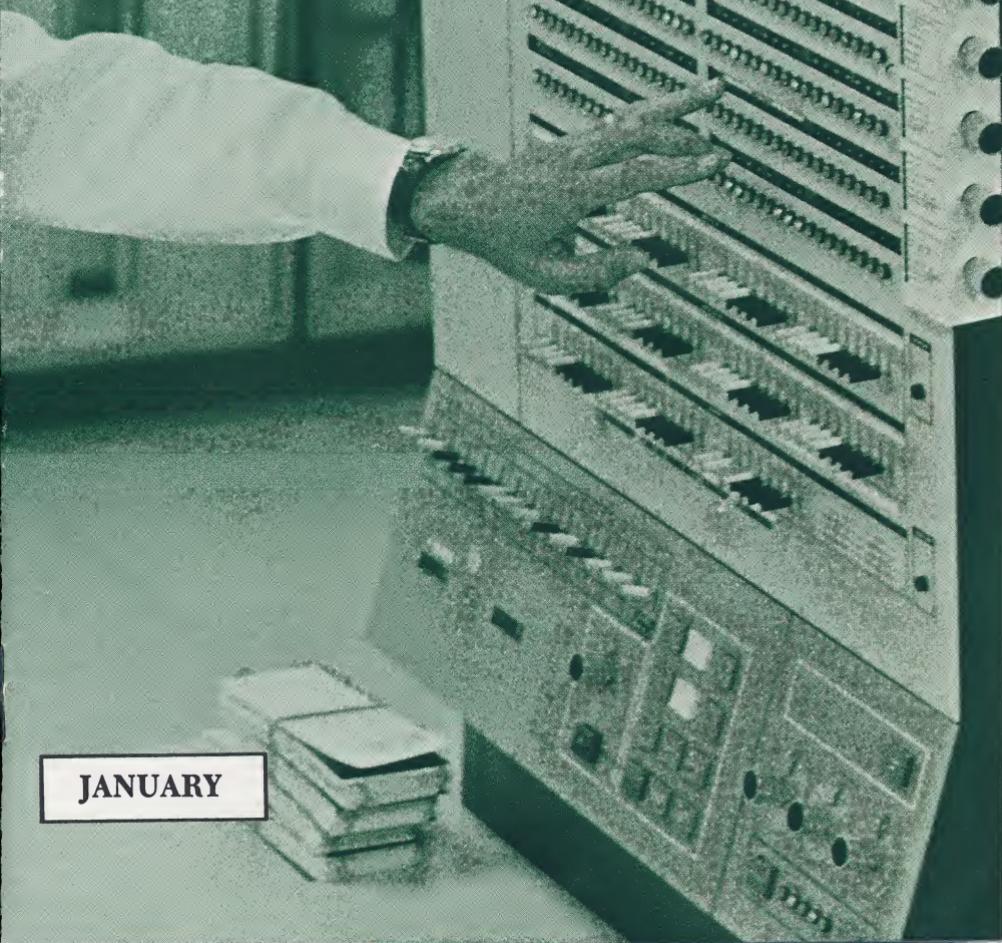
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# The Library of Computer and Information Sciences



JANUARY

The Main Selection

# Introduction to Operations Research

by Frederick S. Hillier and Gerald J. Lieberman

In the short space of three decades, the science of operations research has grown tremendously. This expansion has taken place not only in the sophistication of the techniques used, not only in the numbers of personnel employed, but also in the types of problems operations research can solve. So rapid has been its growth that many workers in the computer and information sciences are completely unaware of the capabilities of this emerging new science.

Operations research was born out of the exigencies, shortages and deficiencies of war. During World War II, the first operational research studies were carried out in the use of artillery-control equipment; without the contributions of operations research scientists from many disciplines who showed the military how to improve the capabilities of their newly invented radar early-warning network, the Battle of Britain could not have been won.

At the conclusion of the war, many operational research workers moved into civilian activities in government and industry, carrying with them the message of the revolutionary new techniques of operations research. Management quickly recognized that *past experience was no longer wholly adequate* in solving complex problems and—in a new industrial “revolution”—operations research and the electronic computer offered an incomparable team for problem solving.

This new science of operations research uses familiar ingredients in a completely new mix. These are:

- ★ a systems orientation
- ★ the use of an interdisciplinary approach
- ★ the scientific method
- ★ the concept of the model

This month's Main Selection, INTRODUCTION TO OPERATIONS RESEARCH offers a comprehensive survey of the basic methodology and techniques of the new science of operations research, with emphasis on motivation and simplicity of explanation rather than on rigorous proofs and technical

“This is a very useful addition to the literature; it can be recommended as a lucid and careful general introduction to operational research.”

—*Operational Research Quarterly*

“INTRODUCTION TO OPERATIONS RESEARCH is written in a lucid and lively style. The operational research techniques are clearly and systematically presented, care being taken to avoid gaps in the argument which might puzzle the beginner. Realistic examples are frequently used to illustrate the problems considered, and to demonstrate how they can be solved by the newly acquired techniques. The authors make special effort to stress the assumptions which underpin the methods, and often discuss situations where these assumptions are not fulfilled. They also pay special attention to practical problems which may arise when applying the techniques, and give advice on how these may be overcome. In these two respects the book is much better than some of its competitors.”

—*Journal of the Royal Statistical Society*

“INTRODUCTION TO OPERATIONS RESEARCH is likely to become one of the more widely used texts for operations research courses at the undergraduate and first graduate levels. It offers an exceptionally clear and up-to-date exposition of most of the models which are usually included in such courses, and a welcome change from the standard texts written eight to ten years ago.”

—*Technometrics*

details. Divided into five completely integrated parts, because of its clarity and flexibility it is ideally suited for self-tuition. Part One of this big, 639-page book provides a general introduction to the *methodology* of operations research and outlines the planning that goes into an operational research study:

- ★ formulating the problem
- ★ constructing a mathematical model
- ★ deriving a solution from the model
- ★ testing the model and the derived solution
- ★ establishing controls over the solution
- ★ putting the solution to work: implementation

The second part of INTRODUCTION TO OPERATIONS RESEARCH deals with *fundamentals* — those aspects of probability theory, statistics and mathematics that are most relevant to operations research. Throughout, the reader of this new volume can concentrate on the basic models and analytical techniques of operations research.

Part Three gives a complete elementary introduction to mathematical programming (those desiring more advanced material will find it in the final section). The fourth part deals with the probabilistic models of operations research.

"An excellent introduction to operations research. The coverage is very broad. There is, for example, a fine chapter on statistical inference and decision theory. There is a chapter on network analysis, including PERT, and there is a good chapter on dynamic programming. Then there are chapters on queueing theory, inventory theory, Markov chains, and simulation. Finally, there are three chapters on advanced topics in mathematical programming—including one on integer programming and one on nonlinear programming. The exposition is good and there are numerous worked examples. The problems for the reader are particularly good and there are quite a lot of them." —*Management Science*

"INTRODUCTION TO OPERATIONS RESEARCH provides a comprehensive survey of the basic methodology and techniques of operations research, with emphasis on motivation and simplicity of explanation rather than proofs and technical details." —*Management Science (Great Britain)*

Among the techniques discussed in depth are:

- ❖ linear programming—an ideal technique for handling inventory and allocation problems
- ❖ PERT (Program Evaluation and Review Technique)—invaluable for handling sequencing problems and for measuring and controlling any program or project involved in meeting deadlines
- ❖ dynamic programming — best suited for solving problems involving deteriorating equipment (how to determine *when* to replace an item)
- ❖ game theory—the technique for handling *competitive* situations with applications to everything from business to politics

Among the methods presented for analyzing problems and synthesizing solutions are those for:

- ❖ queueing theory—the study of waiting times that occur whenever the demand for a service exceeds capacity
- ❖ inventory theory—the problem of what to do with idle resources—men, machines or money
- ❖ Markov chains—a stochastic process which has the property that any future "event" is independent of any past "event"
- ❖ simulation—a way of experimenting in abstract form and an important tool of the designer

A comprehensive series of appendices and tables rounds out the usefulness of Hillier and Lieberman's **INTRODUCTION TO OPERATIONS RESEARCH**. The material is everywhere presented from a mathematical viewpoint, although at a relatively elementary level, and is well-suited for readers who have had only a basic course in calculus.

Operations research is a revolutionary new tool of wide application that is distinguished not by *what* it investigates but *how* it conducts its investigations—really nothing more than common sense in action. Whether your problem involves purchasing, production, marketing, research and development, data processing, sequencing, personnel, finance and accounting, operations, or overall planning, **INTRODUCTION TO OPERATIONS RESEARCH** will provide you with remarkable new insights for their solution.



## About the Authors

**Frederick S. Hillier** is Associate Professor of Operations Research at Stanford University. He received his Bachelor's degree and his Ph.D. from Stanford University in 1958 and 1961, respectively. Appointed to the Stanford University faculty in 1961, he spent 1962-63 as a visiting professor at Cornell University. Dr. Hillier was the award winner in the 1963-64 research contest on "*Capital Budgeting of Interrelated Projects*" sponsored by The Institute of Management Sciences and the Office of Naval Research.

**Gerald J. Lieberman** is Professor of Statistics and Operations Research at Stanford University and Executive Head of the Department of Operations Research. He received a Bachelor's degree in Mechanical Engineering from Cooper Union in 1948, a Master's degree in Mathematical Statistics from Columbia University in 1949, and a Ph.D. degree in Statistics from Stanford University in 1953. Dr. Lieberman has worked for the National Bureau of Standards and is currently a consultant to several industrial organizations. He is the co-author of *Engineering Statistics*, *Handbook of Industrial Statistics*, *Tables of the Hypergeometric Probability Distribution*, and *Tables of the Non-Central t-Distribution*.

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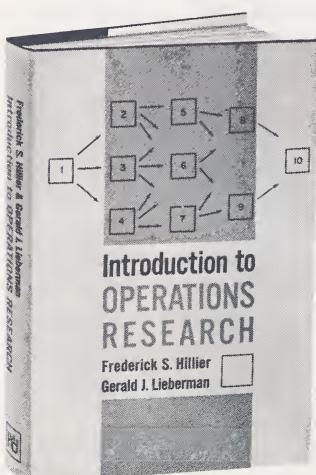
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The Main Selection

## Introduction to Operations Research

by Frederick S. Hillier and Gerald J. Lieberman

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## Systems Engineering Tools

by Harold Chestnut

Systems engineering is an important new concept which emphasizes interrelationships rather than specialties. It attempts to meet the challenge of complexity in today's world by engineering not components but entire systems.

SYSTEMS ENGINEERING TOOLS is a comprehensive overview of this fascinating and challenging new field—a big (646 pages) and practical compendium of time-tested methods and procedures written by the manager of systems engineering and analysis at General Electric's Advanced Technology Laboratories. It begins by lucidly presenting the *concepts, definitions and tools* of systems engineering. Drawing on practical situations, the author shows how two completely different systems—an electric utility system and a re-entry space vehicle system—illustrate the fundamental requirements of the systems engineering approach.

*Energy, materials and information* are next treated as convenient and widely accepted systems features which contribute to the success of any system. *Modeling and simulation* are presented as examples of methods for evaluating actual system conditions, although—as the author points out—they seldom yield more worthwhile results than the data fed into them.

Systems engineering projects tend to be of such magnitude and scale that the use of computers is a requisite. However, existing computer methods tend to be analytical rather than adapted to synthesis. SYSTEMS ENGINEERING TOOLS stresses the function that computers can perform in the engineering of a system (*design*) as well as for the successful performance of the system (*control or operation*).

SYSTEMS ENGINEERING TOOLS presents an excellent analysis of both *analog* and *digital* computer capabilities to answer the basic questions of how and when to use each type of computer in systems engineering applications. The principal advantages of the digital computer are its accuracy and its memory; the analog computer matches these with its speed and its ability to operate in parallel. For these reasons, the digital computer has been extensively used for solving mathematical processes in which numerical methods are the most effective approach, while the analog computer has been employed for solving those problems in which synthesis of the process by electric circuits is the best approach.

SYSTEMS ENGINEERING TOOLS next describes particular "tools" useful for solving systems engineering problems:

- control—an important tool sometimes mistakenly considered to be the answer to the entire problem
- probability and statistics — emphasizes the role of averages, chance and experimental error in systems

- signals and noise—presented from both an analog and digital point of view in a deterministic and a random, or stochastic, sense
- optimization—surveys the ways optimization can best be used to determine what systems parameter values will yield the best system
- tolerances, variations and disturbances—effects which are important to systems operation and often determine how a system will actually perform

SYSTEMS ENGINEERING TOOLS concludes with an illuminating exploration of engineering a projected nationwide information-handling system using computers and other systems engineering tools.

SYSTEMS ENGINEERING TOOLS will be an invaluable addition to the working library of everyone seeking to broaden their areas of understanding of and their own capabilities in systems engineering.

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Alternate Selection

## Systems Engineering Tools

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